

*2006 Indiana Economic  
Development Corporation*

# ***Year-end Report***



## About IEDC

The Indiana Economic Development Corporation (IEDC) is the State of Indiana's lead economic development agency. The IEDC was officially established in February 2005 to support economic development efforts in the State of Indiana, replacing the former Department of Commerce. The IEDC is organized as a public private partnership, governed by a 12-member board of directors chaired by Governor Mitchell E. Daniels, Jr. The IEDC's chief mission is to grow and retain businesses in Indiana and to attract new businesses to the state.

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**“Government does not create jobs; it only creates the conditions that make jobs more or less likely.”**

Governor Mitchell E. Daniels, Jr.  
State of the State Address, January 18, 2005

## Message from the IEDC

Indiana had a record year for economic development in 2006. The Indiana Economic Development Corporation (IEDC) closed 186 competitive projects with companies that chose Indiana over another state or country to bring their job creating investments. These 186 companies committed to invest more than \$8.4 billion and create more than 21,900 new jobs in our state – and these commitments come on the heels of a record breaking 2005.

Companies are creating jobs across Indiana and in diverse industries. Each sector of our state is taking part in our economic comeback. Big wins across Indiana this year include:

- American Commercial Lines – 1,200 new jobs in Jeffersonville
- Honda – 2,000 new jobs in Greensburg
- Nestlé – 450 new jobs in Anderson
- Pfizer – 450 new jobs in Terre Haute
- Rolls Royce – 600 new jobs in Indianapolis
- Sallie Mae – 750 new jobs in Muncie
- Shoe Carnival – 280 new jobs in Evansville
- Sysco – 560 new jobs in Hamlet
- Toyota – 1,000 new jobs in Lafayette
- WellPoint – 1,200 new jobs in Indianapolis

While these big job announcements grab the headlines, two-thirds of the new jobs committed to Indiana this year will come from companies creating 10 to 250 new jobs.

In addition, the state is investing in new emerging, high-growth companies through the 21st Century Research and Technology Fund. The IEDC partnered with our research universities and entrepreneurs to provide critical seed capital for Indiana's growth companies of the future.

Over the next couple of years, more Hoosiers will be working because of Indiana's economic development progress in 2005 and 2006. However, sustained growth that lifts Indiana's relative economic standing is a marathon, not a sprint. We must work together to implement policies that support economic growth and partner to win more job creating economic development opportunities for Indiana.



*Mitchell Daniels*

Governor Mitchell E. Daniels, Jr.  
IEDC, Chairman of the Board



*Nathan J. Feltman*

Nathan J. Feltman  
Secretary of Commerce

# Business Development

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## *2006 Overview*

IEDC competitive project activity in 2006 reached all corners of Indiana, resulting in 186 companies committing to create more than 21,900 jobs and invest more than \$8.4 billion. Consistent with our goal to raise Hoosier per capita income, the average hourly wage for new jobs committed in 2006 is approximately \$20.20 per hour (compared to a statewide average of \$17.05 per hour).

The companies committing to Indiana in 2006 represent diverse industries, including life sciences, advanced manufacturing (automotive, aerospace and pharmaceutical), food processing, biofuels, logistics/distribution, and insurance and financial services.

IEDC's business development mission is supported by an aggressive and strategic approach to outreach and engagement. By targeting industries where Indiana has a strategic advantage, the IEDC is able to quickly identify high priority opportunities for the state and engage company decision-makers and their advisors.

In addition to the competitive successes, the IEDC worked with many existing Indiana companies to encourage their further growth and expansion. Worker training and expansion opportunities with existing Indiana companies in 2006 resulted in commitments to create more than 2,100 jobs and invest more than \$785 million in capital improvements.

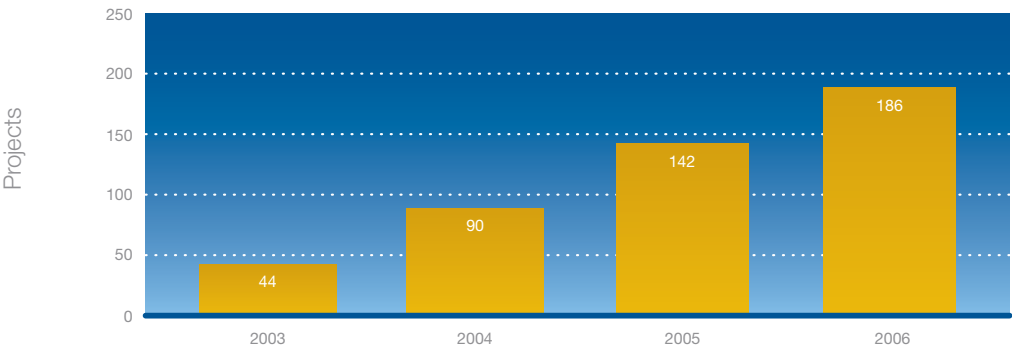
## *Industry Focus*

The IEDC aggressively seeks out job creating investments in all industries. However, special emphasis is placed on the following sectors that have the potential to leverage Indiana's natural competitive advantages and to attract the type of quality businesses that lead to further economic prosperity and economic diversification.

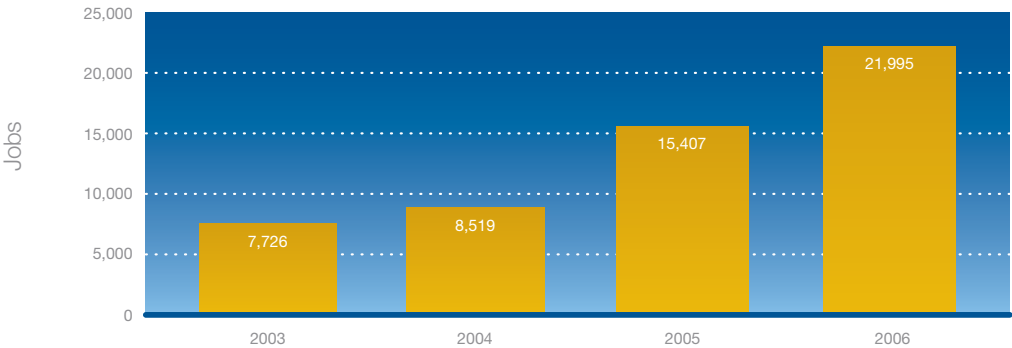
- Advanced Manufacturing
- Transportation, Distribution and Logistics
- Information Technology
- Value-added Agriculture
- Life Sciences
- Insurance and Financial Services
- Motorsports
- Film

The IEDC held various industry roundtables in 2006 with key leaders from across the state in an effort to identify key growth opportunities and barriers. Roundtables were held for Transportation, Distribution and Logistics, Advanced Manufacturing, and Insurance and Financial Services.

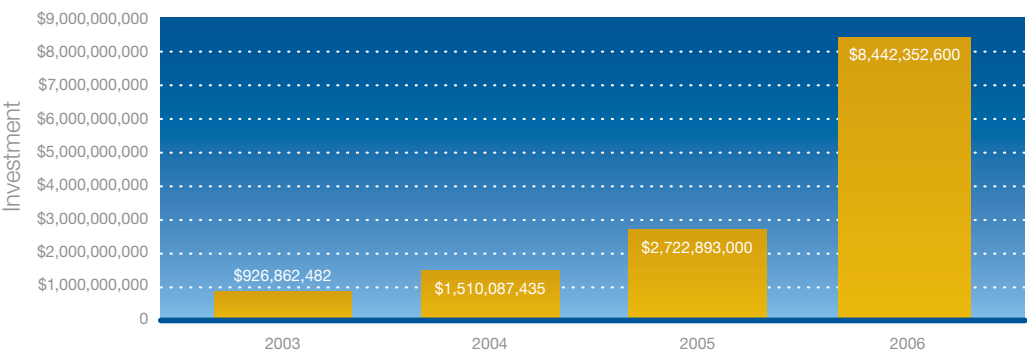
# Competitive Deals



# Job Commitments



# Capital Investment



## Indiana Economic Successes in 2006



| COMPANY                         | LOCATION         | NEW JOBS |
|---------------------------------|------------------|----------|
| American Commercial Lines, Inc. | Jeffersonville   | 1,150    |
| Cummins Inc.                    | Columbus         | 500      |
| Honda                           | Greensburg       | 2,000    |
| IBM                             | To be determined | 1,000    |
| Nestlé                          | Anderson         | 300      |
| Pfizer Inc.                     | Terre Haute      | 450      |
| Rolls-Royce                     | Indianapolis     | 600      |
| Shoe Carnival, Inc.             | Evansville       | 300      |
| SYSCO Corporation               | Hamlet           | 550      |
| Toyota Motor Corporation        | Lafayette        | 1,000    |
| WellPoint Inc.                  | Indianapolis     | 1,200    |

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## Domestic Outreach

In coordination with local economic development officials, the IEDC led numerous engagement efforts throughout 2006.

- Meetings in New York (July), Chicago (August), Atlanta (September) with industry and company leaders to discuss the benefits of locating their businesses in Indiana.
- BIO Chicago (April) and MD&M New York (June) – life sciences trade shows.
- SIOR La Quinta, CA, Charlotte (April, October), CoreNet Philadelphia (April) – site consultant conferences.
- PRI Show Orlando (December) – motorsports trade show.

## International Outreach

Foreign investment represents an important element of the state's economic growth strategy to bring more new jobs, opportunity and capital investment to communities across Indiana. Business today is global and building relationships is essential to winning new opportunities.

IEDC's international development efforts are supported by field offices in eight international locations. These offices focus principally on identifying investment opportunities with international companies and also support the efforts of Indiana companies marketing their goods and services abroad.

In an effort to capture more job-creating investments from abroad, Governor Daniels led his second trade mission in as many years to Asia in 2006, visiting with companies in Japan and South Korea. These efforts led to numerous successes, capped by Honda's decision to locate a new assembly plant in Greensburg, and Toyota's decision to locate a new assembly line in Lafayette.

IEDC 2006 international engagements included:

- Governor's Mission to Japan/South Korea (June)
- Lt. Governor's Mission to Central America (January)
- Lt. Governor's Mission to Taiwan/Vietnam (September-October)
- Midwest-U.S. Japan Conference Indianapolis (September)
- MEDICA Germany (November) – life sciences trade show
- IEDC company visits to China and France

## IEDC International Offices



# Business Development

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## *Shovel Ready*

The IEDC in 2006 unveiled “Shovel Ready,” a new program that will improve the marketability of individual communities during the site selection process. To be Shovel Ready, a site has undergone an environmental screening process, thus qualifying for expedited permitting with state regulatory agencies and enabling quick business investment and expansion.

Shovel Ready will play a vital role in state economic development efforts by helping companies identify sites that have been designated by the IEDC as Shovel Ready and therefore ready for investment. In 2006, 12 sites were designated by the IEDC as Shovel Ready.

## *Accelerating Growth Economic Development Plan*

In 2006, the IEDC adopted a comprehensive statewide economic development strategic plan that places renewed emphasis on growing and attracting new business and investment to Indiana, supporting emerging high-growth companies and Hoosier entrepreneurship and providing Hoosier workers with the skills to meet the needs of the industries of the future.

“Accelerating Growth” outlines 37 initiatives that focus on innovation, talent and investment to revamp the state’s economy for the 21st Century. Many of these initiatives are already underway and beginning to pay dividends.

## *Economic Development Legislation*

The IEDC worked with members of the Indiana General Assembly to support legislation that promotes long-term economic growth. Pro-investment legislation enacted by the General Assembly in 2006 included:

- Major Moves, a comprehensive infrastructure investment package that provides funding for nearly 200 road and economic growth projects.
- Single sales factor income apportionment phase-in during the next five years.
- Legislation providing employers the ability to implement financial incentives related to health benefits to reduce employee tobacco use.
- Extension of the Hoosier Headquarters Relocation tax credit to companies with revenue of at least \$100 million and a minimum of 75 employees.
- Passage of the Telecommunication Reform Act, which will encourage new investment and competition in cable, telephone and internet services.
- Allocation of an additional \$30 million of ethanol, biodiesel and blended biodiesel production tax credits.
- Creation of a regional venture capital fund program authorizing counties, cities and towns that receive county economic development income taxes (CEDIT) to establish local venture capital funds and establish regional venture capital funds by pooling CEDIT revenues and grant proceeds.
- Creation of a sales tax exemption for certain tangible personal property acquired for direct production of a motion picture or television program.



# Entrepreneurship

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The IEDC has brought renewed emphasis to the role that entrepreneurship must play in Indiana's economic development. Through a variety of programs and services, the IEDC offers start-up and small companies business development expertise, financing, training, and networking opportunities.

## 21st Century Research and Technology Fund

In an effort to create a more robust innovation economy in Indiana, the 21st Century Research and Technology Fund (21st Century Fund) invests in market changing technologies that have the potential to create jobs for Hoosiers.

In 2006, the 21st Century Fund made 30 awards totaling more than \$33.5 million to Indiana ventures that are actively developing and commercializing innovative new products. Of these awards, 28 were made to entrepreneurial companies and two to platform technologies at universities that have developed a commercial relationship with an Indiana business.

In addition, the 21st Century Fund provides an incentive for Indiana companies to apply for federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants by providing up to a dollar for dollar match to companies that are successful in obtaining such federal grants.

21st Century Fund awards were made to the following entities in 2006 (excludes SBIR/STTR matching awards):

- |   |                                  |
|---|----------------------------------|
| • 2k Corporation                        | • Nesch, LLC                     |
| • AirVoyance, Inc.                      | • Optical Vitals, LLC            |
| • Arxan Technologies, Inc.              | • Marcadia Biotech, Inc.         |
| • Ash Access Technologies, Inc.         | • PFI – Purdue                   |
| • BioVitesse, Inc.                      | • Prosolia, Inc.                 |
| • Brogan Pharmaceuticals, LLC           | • Purdue University – Dave Nolte |
| • Candent Technologies, Inc.            | • Quadraspec, Inc.               |
| • Ceramic Interconnect Specialists, LLC | • Schwartz Biomedical, LLC       |
| • Health Call, LLC                      | • Semafore Pharmaceuticals, Inc. |
| • Imaginestics, LLC                     | • Sentelligence, Inc. (2 awards) |
| • Information in Place, Inc.            | • SITES, LLC                     |
| • I Power Energy Systems, LLC           | • Therametric Technologies, Inc. |
| • Matrix Global Partners, Inc.          | • VitaCyte, LLC                  |
| • MedTG, LLC                            | • ZOOM Information Systems, LLC  |
| • Morris Innovative Research, Inc.      |                                  |

# Entrepreneurship

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## *Small Business Innovation Research and Small Business Technology Transfer Assistance*

Federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants can provide the means to transform market-changing ideas or technologies into commercial ventures, eventually leading to new jobs for Hoosiers.

The SBIR and STTR programs are federal grant programs that provide early stage research and development capital to technology-driven small businesses. Generated from federal cabinet agencies such as the U.S. Departments of Energy, Defense, and Agriculture, these grants effectively drive innovations that often become new products directly used by the federal government and/or introduced successfully into commercial markets.

In order to assist Indiana entrepreneurs and start-up companies, the IEDC created the new SBIR/STTR initiative, aggressively focused on increasing both the number and quality of applicants and, in turn, the number of federal research and development grants awarded in Indiana.

The IEDC provides proposal drafting assistance and also offers up to a dollar for dollar match to companies that are successful in obtaining SBIR/STTR grants. In 2006, the IEDC conducted seminars across the state for potential SBIR/STTR applicants in an effort to assist them with the application process. In 2006, 60 innovative SBIR / STTR grant recipients received \$6 million in matching funds from the 21st Century Fund.



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## *Venture Capital Investment Tax Credit*

Indiana's Venture Capital Investment tax credit (VCI) is a significant boost to Indiana start-up and emerging high-growth companies that are in need of critical growth capital. The VCI provides a 20 percent tax credit to the investors in such companies that have been pre-qualified by the IEDC as VCI eligible companies. Investors providing qualified debt or equity capital to VCI qualified companies receive a credit against their Indiana income tax liability.

The VCI tax credit represents a significant incentive to these early stage investors to invest in Indiana's emerging companies. In 2006, 53 Indiana companies were qualified as VCI eligible with plans to utilize the VCI tax credit to raise \$65.7 million in venture capital funding.

## *Indiana Small Business Development Center*

The Indiana Small Business Development Center (SBDC) network, made up of 11 regional centers, assists entrepreneurs and small businesses by linking Indiana entrepreneurs and businesses with the resources and programs offered by the state, academic and private sector.

The IEDC is investing additional time and resources to further develop the SBDC network and will launch an enhanced program for entrepreneurs in 2007. As part of the new "INBiz Network", each SBDC regional office will become a valuable resource for entrepreneurs by offering easier access to local and state-wide capital and venture funding, a network of experienced entrepreneurs who volunteer to provide mentoring and business planning advice, and information regarding federal funding opportunities, as well as regional and state economic development programs.



# IEDFoundation

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## Contributors

Year Ended December 31, 2006

Supporters of Indiana's economic development efforts contributed \$572,582 to the Indiana Economic Development Foundation in 2006. The financial generosity of these contributors enabled the IEDC to have a record-setting 2006.

The IEDC would like to thank the following contributors and sponsors for supporting state economic development efforts.\*

AEP  
Ball State University  
Barnes & Thornburg LLP  
Baxter Pharmaceuticals Solution  
Bedford Urban Enterprise Association  
Capital Improvement Board of Managers  
Central Indiana Corporate Partnership  
Cinergy PSI  
City of Kokomo  
City of Marion  
Cole Hardwood  
Cook  
Dow AgroSciences  
Dubois County Area Development Corp.  
EDC of Bloomington  
EDC of Elkhart County  
EDC of Greensburg/Decatur County  
EDC of Lafayette/West Lafayette  
EDC of Steuben County  
EDC of Vermillion County  
Eli Lilly and Company  
Energize—East Central Indiana  
Fort Wayne/Allen County Economic Development Alliance  
Grant County Economic Growth Council  
Greencastle/Putnam County Development Center  
Hamilton County Alliance  
Hendricks County Economic Development Partnership  
Hoosier Energy  
Ice Miller  
Indiana Municipal Power Agency

Indiana Farm Bureau  
Indiana Health Industry Forum  
Indiana Soybean Board  
Indiana University  
Indiana University Foundation  
Indianapolis Power & Light  
Irwin Union Bank  
Jackson County Industrial Development Corp.  
Japan-America Society of Indiana  
Lawrence County Economic Growth Council  
Louis Dreyfus Corporation  
MedVenture  
Miami County Economic Development Authority  
Muncie-Delaware County Chamber of Commerce  
Northeast Indiana Regional Marketing Partnership, Inc.  
NIPSCO  
Perry County Development Corp.  
Purdue Research Foundation  
River Ridge Development Authority  
Sentry Logistics  
South Central IN USA Economic Development Group  
Southwest Indiana Development Council  
Starke County Development Foundation  
The Indy Partnership  
Treasurer of Warrick County  
University of Notre Dame  
Vectren  
Vision e  
Wabash Valley Power Association  
Workforce Development Strategies

\*Contributors of \$1,000 or more are listed.

# 2006 Indiana Economic Successes

Following is a comprehensive list of economic successes achieved by the IEDC in 2006.

## Competitive Deals

| COMPANY                           | COUNTY      | NEW JOBS | INVESTMENT      |
|-----------------------------------|-------------|----------|-----------------|
| 3S Incorporated                   | Dearborn    | 31       | \$438,000       |
| AAA Galvanizing of Hamilton, Inc. | Steuben     | 45       | \$5,300,000     |
| Accubuilt, Inc.                   | Elkhart     | 33       | \$1,800,000     |
| AccuTech Systems Corporation      | Delaware    | 25       | \$2,000,000     |
| Ace Holdings, LLC                 | Marion      | 75       | \$5,600,000     |
| Aearo Company                     | Marion      | 48       | \$15,300,000    |
| Aerodyn Engineering               | Marion      | 12       | \$3,900,000     |
| Air-Way Manufacturing Co.         | Steuben     | 43       | \$7,100,000     |
| Alcoa                             | Warrick     | 56       | \$21,000,000    |
| Allen Foods, Inc.                 | Elkhart     | 128      | \$55,600,000    |
| AmeraCover North                  | Steuben     | 101      | \$1,300,000     |
| American Commercial Lines, Inc.   | Clark       | 1,157    | \$17,500,000    |
| American Plastics Molding Corp.   | Scott       | 99       | \$4,200,000     |
| American Stationery Company       | Miami       | 20       | \$550,000       |
| Applied Composites Engineering    | Marion      | 20       | \$2,000,000     |
| Aprimo, Inc.                      | Hamilton    | 296      | \$15,200,000    |
| Arrow Container, LLC              | Marion      | 35       | \$2,500,000     |
| ASA Mount Vernon, LLC             | Posey       | 55       | \$132,000,000   |
| ASA Tipton, LLC                   | Tipton      | 55       | \$132,200,000   |
| Asphalt Drum Mixers, Inc.         | Allen       | 15       | \$1,200,000     |
| Athena Plus, Inc.                 | Madison     | 68       | \$1,200,000     |
| Autoform Tool & Mfg. Inc.         | Steuben     | 51       | \$4,300,000     |
| Aventine Renewable Energy         | Posey       | 55       | \$300,000,000   |
| B & B Molders, LLC                | St. Joseph  | 18       | \$3,400,000     |
| BAE Systems Controls, Inc.        | Allen       | 36       | \$19,200,000    |
| Baker Hill Corp.                  | Hamilton    | 226      | \$9,200,000     |
| Beta Steel Corp.                  | Porter      | 34       | \$65,700,000    |
| Biomet Manufacturing Corp.        | Kosciusko   | 262      | \$21,200,000    |
| Black Dog Ranch, LLC              | Vigo        | 130      | \$8,800,000     |
| Bomar Industries, Inc.            | Marion      | 16       | \$915,000       |
| Boral Bricks, Inc.                | Vigo        | 50       | \$55,700,000    |
| BP Products North America Inc.    | Lake        | 74       | \$3,000,000,000 |
| Brake Supply Company, Inc.        | Vanderburgh | 28       | \$11,500,000    |
| Brampton Brick Limited            | Sullivan    | 26       | \$42,900,000    |
| Brotherhood Mutual Insurance Co.  | Allen       | 43       | \$4,900,000     |
| Cabela's                          | Lake        | 165      | \$71,000,000    |
| Cardinal Ethanol, LLC             | Randolph    | 45       | \$124,200,000   |
| Central States Enterprises, Inc.  | Blackford   | 45       | \$139,000,000   |
| CertainTeed Corporation           | Vigo        | 145      | \$55,000,000    |
| Champion Properties, LLC          | Hendricks   | 2        | \$2,000,000     |
| Clabber Girl Corporation          | Vigo        | 42       | \$8,000,000     |
| Clarke American                   | Clark       | 47       | \$750,000       |
| CMA Steel & Fabrication Inc.      | Allen       | 15       | \$1,000,000     |
| Comcast                           | Hamilton    | 240      | \$9,600,000     |
| ConAgra Foods                     | Marion      | 35       | \$27,500,000    |
| ConAgra Foods                     | Jasper      | 60       | \$10,000,000    |
| Continental Design Company        | Madison     | 68       | \$2,655,000     |
| Cummins                           | Bartholomew | 458      | \$165,000,000   |
| Custom Poly Packaging             | Allen       | 35       | \$1,000,000     |
| CVS Indiana, LLC                  | Marion      | 26       | \$3,100,000     |
| Dawn Food Products, Inc.          | Wells       | 56       | \$2,800,000     |

## 2006 Indiana Economic Successes (cont.)

### Competitive Deals

| COMPANY                                   | COUNTY             | NEW JOBS | INVESTMENT    |
|---|--------------------|----------|---------------|
| DCL Medical Laboratories                  | Marion             | 120      | \$1,400,000   |
| Diamond Manufacturing                     | LaPorte            | 76       | \$4,200,000   |
| Dot Foods, Inc.                           | Wayne              | 250      | \$18,000,000  |
| Down Lite International, Inc.             | Henry              | 60       | \$2,800,000   |
| Dynamic Composites, LLC                   | Whitley            | 36       | \$4,100,000   |
| Elkhart Products Corporation              | Adams              | 31       | \$2,300,000   |
| Ellison Bakery                            | Allen              | 21       | \$2,900,000   |
| Emerald Renewable Energy, LLC             | Vigo               | 42       | \$177,000,000 |
| Engineered Machined Products, Inc.        | Hancock            | 41       | \$3,900,000   |
| Enkei America Moldings, Inc.              | Bartholomew        | 10       | \$2,200,000   |
| Estes Design and Manufacturing, Inc.      | Marion             | 21       | \$4,550,000   |
| Exel, Inc./Discount Tire                  | Miami              | 68       | \$2,400,000   |
| F.B. Distro, Inc.                         | Putnam             | 18       | \$11,100,000  |
| Farbest Foods                             | Dubois             | 222      | \$5,200,000   |
| First Advantage Background Services Corp. | Marion             | 150      | \$1,800,000   |
| Fiserv Solutions, Inc.                    | Marion             | 40       | \$4,000,000   |
| Flexhaust Company, Inc.                   | Kosciusko          | 40       | \$4,000,000   |
| Frito-Lay, Inc.                           | Clinton            | 70       | \$54,900,000  |
| G & S Research, Inc.                      | Hamilton           | 48       | \$1,000,000   |
| G3 Technology Partners                    | Marion             | 33       | \$2,500,000   |
| Genesis Products, Inc.                    | Elkhart            | 35       | \$3,500,000   |
| Guitar Center, Inc.                       | Hendricks          | 192      | \$16,200,000  |
| Hanson Cold Storage                       | Lake               | 47       | \$20,900,000  |
| Hartford Energy LLC                       | Blackford          | 40       | \$123,000,000 |
| Hartland Distillations, Inc.              | Vanderburgh        | 20       | \$700,000     |
| Heritage Interactive Services             | Marion             | 123      | \$724,000     |
| HF Group                                  | Wabash             | 70       | \$855,000     |
| Hitachi Cable Indiana, Inc.               | Floyd              | 159      | \$12,700,000  |
| Honda                                     | Decatur            | 2,067    | \$550,000,000 |
| Hoosier Gasket                            | Marion             | 100      | \$8,400,000   |
| Hoosier Veneers, LLC                      | Johnson            | 99       | \$17,700,000  |
| IBM                                       | Monroe or Delaware | 850      | \$6,000,000   |
| ICON Metal Forming, LLC                   | Harrison           | 140      | \$29,000,000  |
| Illiana Block & Brick                     | Lake               | 30       | \$4,200,000   |
| Indiana Packers Corporation               | Carroll            | 125      | \$43,000,000  |
| Integrated Manufacturing Assembly, LLC    | Whitley            | 261      | \$14,600,000  |
| Interactions Corp.                        | Hamilton           | 390      | \$1,700,000   |
| ITT Space Systems Division                | Allen              | 250      | \$6,100,000   |
| JDC Veneers Inc.                          | Clark              | 42       | \$2,000,000   |
| JL Property, LLC                          | Hendricks          | 26       | \$2,100,000   |
| JSG Processing, Inc.                      | Grant              | 57       | \$17,900,000  |
| Keihin IPT Manufacturing, Inc.            | Hancock            | 70       | \$60,000,000  |
| Kennametal d/b/a Conforma Clad            | Floyd              | 59       | \$5,700,000   |
| Keystone RV Company                       | LaGrange           | 277      | \$400,000     |
| Klaisler Mfg. Corp.                       | Johnson            | 51       | \$2,700,000   |
| Kokosing Construction Company, Inc.       | Knox               | 45       | \$400,000     |
| KYB Mfg. N. America, Inc.                 | Johnson            | 51       | \$24,000,000  |
| Lauth Group                               | Hamilton           | 100      | \$19,200,000  |
| Lenex Steel                               | Vigo               | 60       | \$1,900,000   |
| Louis Dreyfus Agricultural Industries LLC | Kosciusko          | 70       | \$135,000,000 |
| MACSTEEL                                  | Huntington         | 8        | \$6,200,000   |
| Madison Precision Products, Inc.          | Jefferson          | 66       | \$15,900,000  |
| Magna Powertrain                          | LaGrange           | 0*       | \$6,940,000   |

\*275 jobs retained

# Competitive Deals

| COMPANY                                   | COUNTY      | NEW JOBS | INVESTMENT    |
|---|-------------|----------|---------------|
| MainGate, Inc.                            | Marion      | 46       | \$3,900,000   |
| Mancor Industries, Inc.                   | Madison     | 80       | \$10,000,000  |
| Marcadia Biotech, Inc.                    | Hamilton    | 126      | \$2,300,000   |
| McCormick & Co., Inc.                     | St. Joseph  | 39       | \$14,700,000  |
| Metal Dynamics, LLC                       | Marion      | 50       | \$32,900,000  |
| Micropulse, Inc.                          | Whitley     | 103      | \$7,700,000   |
| Midwest ISO                               | Hamilton    | 95       | \$85,000,000  |
| MIRWEC Film Inc.                          | Monroe      | 12       | \$2,200,000   |
| Morristown Express, Inc.                  | Shelby      | 37       | \$5,600,000   |
| MTC - Manufacturing & Technology Centre   | Allen       | 60       | \$2,500,000   |
| National Graphics, Inc.                   | Marion      | 98       | \$6,100,000   |
| Nestlé USA, Inc.                          | Madison     | 341      | \$338,000,000 |
| New Horizons Baking Company               | Steuben     | 7        | \$3,000,000   |
| Nishina Industrial Co.                    | Johnson     | 34       | \$12,800,000  |
| Norton Packaging, Inc.                    | Starke      | 46       | \$4,600,000   |
| NS International Biofuels, LLC            | Elkhart     | 25       | \$27,800,000  |
| Olon Industries, Inc.                     | Daviess     | 13       | \$1,800,000   |
| Oxford BioSignals, Inc.                   | Hamilton    | 124      | \$3,400,000   |
| Parker Hannifin Corporation               | Allen       | 100      | \$1,700,000   |
| Patrick Industries, Inc. (Patrick Metals) | St. Joseph  | 39       | \$4,600,000   |
| PEI-Genesis, Inc.                         | St. Joseph  | 160      | \$10,900,000  |
| Pennington Seed, Inc.                     | Noble       | 39       | \$13,900,000  |
| Petoskey Plastics, Inc.                   | Blackford   | 48       | \$7,900,000   |
| Pfizer, Inc.                              | Vigo        | 443      | \$174,000,000 |
| Polygon Company                           | St. Joseph  | 5        | \$6,800,000   |
| Polymer Technology Systems, Inc.          | Marion      | 110      | \$5,500,000   |
| Poly-Tainer, Inc.                         | Johnson     | 82       | \$6,900,000   |
| Praxair Surface Technologies, Inc.        | Marion      | 45       | \$24,000,000  |
| Premier Ethanol, LLC                      | Jay         | 53       | \$175,000,000 |
| Princeton Search, LLC                     | Marion      | 244      | \$3,900,000   |
| Productive Concepts, Inc.                 | Randolph    | 110      | \$1,700,000   |
| ProTrans International, Inc.              | Marion      | 122      | \$4,900,000   |
| PSW, LLC                                  | Lake        | 16       | \$877,000     |
| PTG Silicones, Inc.                       | Floyd       | 10       | \$2,000,000   |
| Pyromation, Inc.                          | Allen       | 69       | \$8,200,000   |
| QuadraSpec, Inc.                          | Tippecanoe  | 47       | \$1,800,000   |
| R&T Steel and Wire, L.L.C.                | Jefferson   | 123      | \$1,500,000   |
| RCS Management Corporation                | Hamilton    | 50       | \$7,500,000   |
| Rea Magnet Wire                           | Allen       | 50       | \$250,000     |
| Reagent Chemical & Research, Inc.         | Starke      | 37       | \$4,500,000   |
| Real Reel Corp. (Multiwall Packaging)     | Lake        | 101      | \$6,500,000   |
| Renewable Agricultural Energy, Inc.       | Vermillion  | 44       | \$144,500,000 |
| Revere Industries, LLC                    | Marion      | 98       | \$1,300,000   |
| Rolls-Royce                               | Marion      | 600      | \$145,000,000 |
| RV Manufacturing Enterprises, LLC         | Elkhart     | 235      | \$7,100,000   |
| SDI Steel Dynamics                        | Clark       | 37       | \$38,500,000  |
| SDI Steel Dynamics, Inc.                  | Whitley     | 147      | \$200,000,000 |
| Shoe Carnival                             | Vanderburgh | 278      | \$39,900,000  |
| Smith Brothers of Berne, Inc.             | Adams       | 209      | \$2,800,000   |
| Staples                                   | Vigo        | 80       | \$16,100,000  |
| Star Engineering & Machine Company, Inc.  | Wells       | 29       | \$3,300,000   |
| Sun Valley, Inc.                          | LaGrange    | 70       | \$5,300,000   |
| Supreme Corporation                       | Noble       | 93       | \$780,000     |

## 2006 Indiana Economic Successes (cont.)

### Competitive Deals

| COMPANY                                  | COUNTY             | NEW JOBS | INVESTMENT    |
|--|--------------------|----------|---------------|
| SWS - Trimac                             | Allen              | 14       | \$1,200,000   |
| Syndicate Systems                        | Elkhart            | 48       | \$4,300,000   |
| Sysco                                    | Starke             | 566      | \$80,000,000  |
| TBK America, Inc.                        | Wayne              | 70       | \$8,600,000   |
| Tell City Marine Contractors, LLC        | Perry              | 243      | \$15,500,000  |
| Thermwood Corporation                    | Spencer            | 43       | \$4,000,000   |
| TOMASCO Indiana, LLC                     | Randolph           | 140      | \$29,300,000  |
| Toyota Motor North America, Inc.         | Tiptecanoe         | 1,000    | \$200,000,000 |
| Transfer Development Corporation, LLC    | DeKalb             | 85       | \$8,200,000   |
| Trans-Guard Industries, Inc.             | Steuben            | 12       | \$3,800,000   |
| Tri States Coca Cola Bottling Co.        | Jay                | 12       | \$9,400,000   |
| Tri-K Machining, Inc.                    | Marion             | 16       | \$995,800     |
| Tru-form Steel & Wire, Inc.              | Blackford          | 20       | \$572,800     |
| Tube Processing Corporation              | Marion and Johnson | 115      | \$4,350,000   |
| Ultimate Ethanol, LLC                    | Madison            | 41       | \$104,500,000 |
| Ultra Soy of America, LLC                | LaGrange           | 107      | \$131,000,000 |
| United Surgical Associates               | Allen              | 19       | \$600,000     |
| Valbruna Slater Stainless, Inc.          | Allen              | 20       | \$16,700,000  |
| Vance & Hines Motorsports                | Hendricks          | 34       | \$2,000,000   |
| Vantage Industries of Indiana LLC        | Steuben            | 50       | \$24,300,000  |
| Var Industries, LLC                      | Elkhart            | 36       | \$6,000,000   |
| VeriCorr Packaging, LLC                  | Hendricks          | 15       | \$800,000     |
| Vista Packaging                          | Marion             | 60       | \$3,700,000   |
| Walker Information, Inc.                 | Marion             | 38       | \$7,000,000   |
| Wash America Company, Inc.               | Daviess            | 54       | \$4,700,000   |
| Wellpoint                                | Marion             | 1,200    | \$12,000,000  |
| Wirco Incorporated                       | Noble              | 27       | \$550,000     |
| World Media Group, Inc.                  | Marion             | 55       | \$4,000,000   |
| Zentis Food Solutions North America, LLC | Marshall           | 154      | \$42,500,000  |



## Expansion/Retention/Training Projects

| COMPANY   | COUNTY      | NEW JOBS | RETRAINED JOBS | INVESTMENT    |
|---|-------------|----------|----------------|---------------|
| 1st Source Insurance, Inc.                              | St. Joseph  | 0        | 10             | \$0           |
| Adkev, Inc.   | Newton      | 39       | 89             | \$700,000     |
| Advanced Microelectronics, Inc.                         | Marion      | 0        | 46             | \$0           |
| Aisin USA Mfg., Inc.                                    | Jackson     | 0        | 2              | \$0           |
| Anderson Products, Inc. d/b/a Anco Products, Inc.       | Elkhart     | 12       | 68             | \$1,500,000   |
| Apollo Design Technology, Inc.                          | Allen       | 12       | 45             | \$2,500,000   |
| Arlington/Roe & Company, Inc.                           | Marion      | 0        | 14             | \$0           |
| Aspen Systems Corporation                               | Marion      | 74       | 134            | \$2,750,000   |
| Atlas Van Lines, Inc.                                   | Vanderburgh | 0        | 87             | \$150,000     |
| Bates Technologies, Inc.                                | Hamilton    | 2        | 10             | \$550,000     |
| Batesville Manufacturing, Inc.                          | Ripley      | 0        | 741            | \$4,000,000   |
| Bedford Machine & Tool, Inc.                            | Lawrence    | 12       | 49             | \$1,000,000   |
| BFS Diversified Products, LLC                           | Hamilton    | 15       | 337            | \$12,000,000  |
| Bristol-Myers Squibb Company                            | Posey       | 50       | 263            | \$40,250,000  |
| Bunge North America (East), LLC                         | Shelby      | 0        | 70             | \$650,000     |
| Caito Foods Services, Inc.                              | Marion      | 15       | 220            | \$2,100,000   |
| Case, LLC and Caterpillar Logistics Services, Inc.      | Boone       | 79       | 145            | \$2,000,000   |
| Caterpillar, Inc.                                       | Tippecanoe  | 0        | 750            | \$176,539,000 |
| Charleston Metal Products, Inc.                         | DeKalb      | 12       | 118            | \$250,000     |
| Clifty Engineering & Tool Company, Inc.                 | Jefferson   | 0        | 73             | \$1,055,000   |
| Concept Tool & Engineering, Inc.                        | Jennings    | 1        | 7              | \$125,000     |
| Conseco Services, LLC                                   | Hamilton    | 0        | 256            | \$0           |
| Copperfield, LLC  | Marshall    | 50       | 149            | \$5,000,000   |
| Cummins Mid-States Power, Inc.                          | Marion      | 60       | 131            | \$1,100,000   |
| Custom Building Products, Inc.                          | Clinton     | 18       | 80             | \$1,840,000   |
| D.A. Inc.   | Clark       | 55       | 211            | \$3,000,000   |
| Dalton Corporation, Kendallville Manufacturing Facility | Noble       | 17       | 335            | \$3,900,000   |
| Dalton Corportion, Warsaw Manufacturing Facility        | Kosciusko   | 25       | 574            | \$11,900,000  |
| Delaware Machinery Tool Co., Inc.                       | Delaware    | 10       | 79             | \$1,619,000   |
| Delphi Electronics & Safety                             | Howard      | 0        | 853            | \$69,900,000  |
| Dorel Juvenile Group, Inc.                              | Bartholomew | 0        | 805            | \$23,554,813  |
| Dow AgroSciences LLC                                    | Marion      | 0        | 670            | \$27,521,725  |
| Entertainment Distribution Company (USA), LLC           | Hamilton    | 18       | 361            | \$5,332,200   |
| Express Manufacturing II, LLC                           | Hamilton    | 9        | 17             | \$460,000     |
| Federal-Mogul Corporation                               | St. Joseph  | 31       | 306            | \$17,800,000  |
| Fepco, Inc.   | Hamilton    | 4        | 4              | \$735,000     |
| Flexware Innovation, Inc.                               | Hamilton    | 0        | 27             | \$0           |
| Frito-Lay Sales, LP                                     | Vanderburgh | 2        | 395            | \$600,000     |
| Garrity Tool Company Incorporated                       | Marion      | 8        | 31             | \$800,000     |
| Gibson County Quality Assurance, Inc.                   | Gibson      | 114      | 95             | \$970,145     |
| Gibson Insurance Agency, Inc.                           | St. Joseph  | 0        | 16             | \$0           |
| Hammond Group, Inc.                                     | Lake        | 0        | 92             | \$3,116,325   |
| Hartford City Paper, LLC                                | Blackford   | 0        | 61             | \$2,000,000   |
| Helmer, Inc.  | Hamilton    | 25       | 94             | \$380,000     |
| Hirons & Company Communications, Inc.                   | Marion      | 9        | 46             | \$1,600,000   |
| Honeywell Aerospace South Bend Engineering Facility     | St. Joseph  | 0        | 206            | \$2,980,700   |
| Howmet Castings   | LaPorte     | 133      | 95             | \$3,000,000   |
| Indiana Farmers Mutual Insurance Company                | Hamilton    | 0        | 154            | \$185,800     |
| Information Systems Experts, LLC                        | Hamilton    | 9        | 14             | \$125,000     |
| International Business Machines Corporation (IBM Corp)  | Marion      | 30       | 170            | \$5,993,360   |
| International Truck and Engine                          | Marion      | 0        | 902            | \$14,000,000  |
| Inwood Office Furniture, Inc.                           | Dubois      | 15       | 31             | \$572,430     |
| Jackson Press, Inc. d/b/a The Jackson Group             | Marion      | 14       | 49             | \$300,000     |

## 2006 Indiana Economic Successes (cont.)

### Expansion/Retention/Training Projects

| COMPANY                                       | COUNTY      | NEW JOBS | RETRAINED JOBS | INVESTMENT   |
|---|-------------|----------|----------------|--------------|
| Jasper Engines and Transmission               | Crawford    | 0        | 301            | \$1,000,000  |
| Jasper Engines and Transmissions              | Dubois      | 0        | 669            | \$2,000,000  |
| Jofco, Inc.                                   | Dubois      | 10       | 290            | \$1,500,000  |
| Keller Crescent Co.                           | Vanderburgh | 0        | 4              | \$0          |
| Koetter Construction, Inc.                    | Floyd       | 20       | 25             | \$800,000    |
| Lift-A-Loft Corporation                       | Delaware    | 0        | 10             | \$20,000     |
| Littler Diecast Corporation                   | Delaware    | 0        | 5              | \$100,000    |
| Magic Coil Products                           | Allen       | 0        | 1              | \$0          |
| Masco Support Services                        | Marion      | 6        | 105            | \$5,618,000  |
| Mead Johnson & Company                        | Vanderburgh | 40       | 389            | \$38,700,000 |
| Medtronic Sofamor Danek                       | Kosciusko   | 22       | 450            | \$14,300,000 |
| Metal Technologies                            | Greene      | 18       | 23             | \$2,700,000  |
| Milbank Manufacturing Company                 | Howard      | 1        | 121            | \$88,500     |
| MJ Insurance, Inc.                            | Madison     | 0        | 12             | \$0          |
| Moore Wallace North America, Inc.             | Jackson     | 17       | 127            | \$4,000,000  |
| Morrison Industrial Equipment Company         | Elkhart     | 4        | 16             | \$413,000    |
| Nachi Technology, Inc.                        | Johnson     | 6        | 99             | \$1,422,000  |
| NAP Tools, LLC                                | Dubois      | 0        | 2              | \$0          |
| Nationwide Mutual Insurance Company           | Hamilton    | 41       | 93             | \$1,087,324  |
| Next Day Gourmet, L.P.                        | Marion      | 0        | 51             | \$500,000    |
| Nimet Industries, Inc.                        | St. Joseph  | 6        | 52             | \$585,000    |
| Nishikawa Standard Company                    | LaGrange    | 244      | 187            | \$2,870,000  |
| Noble Industries                              | Hamilton    | 13       | 51             | \$1,850,000  |
| Northwest Radiology Network, PC               | Marion      | 14       | 130            | \$5,016,132  |
| NTK Precision Axle Corporation                | Clinton     | 65       | 82             | \$29,000,000 |
| NTN Driveshaft, Inc.                          | Bartholomew | 137      | 641            | \$45,000,000 |
| OneAmerica                                    | Marion      | 0        | 175            | \$0          |
| Papalia Acquisition Company, LLC              | Clark       | 12       | 48             | \$100,000    |
| Precision Die Technologies, Inc.              | Allen       | 10       | 54             | \$100,000    |
| R.R. Donnelley                                | Montgomery  | 0        | 109            | \$6,200,000  |
| Raytheon Company                              | Allen       | 64       | 546            | \$2,871,000  |
| RUCO, Inc. d/b/a Regal Mold & Die             | Elkhart     | 2        | 21             | \$750,000    |
| Ryobi Die Casting (USA), Inc.                 | Shelby      | 59       | 293            | \$25,000,000 |
| Safety-Kleen Oil Recovery Co.                 | Lake        | 0        | 62             | \$28,095,000 |
| Service Net Solutions, LLC                    | Clark       | 29       | 232            | \$204,500    |
| Sintering Technologies, Inc.                  | Decatur     | 0        | 250            | \$9,922,000  |
| Small Parts, Inc.                             | Cass        | 7        | 235            | \$1,672,500  |
| Solae, LLC d/b/a The Solae Company            | Jasper      | 0        | 64             | \$2,500,000  |
| Styline Industries, Inc.                      | Dubois      | 0        | 13             | \$0          |
| Suros Surgical Systems, Inc.                  | Marion      | 25       | 110            | \$7,800,000  |
| TDY Industries, Inc. d/b/a ATI Portland Forge | Jay         | 0        | 266            | \$1,000,000  |
| TDY Industries, Inc. d/b/a Casting Services   | LaPorte     | 75       | 289            | \$9,900,000  |
| Tool Dynamics, LLC                            | Bartholomew | 21       | 17             | \$365,000    |
| Total Concepts of Design, Inc.                | Scott       | 19       | 89             | \$220,000    |
| Transilwrap Company, Inc.                     | Wayne       | 0        | 102            | \$1,450,000  |
| United Farm Family Mutual Insurance           | Marion      | 0        | 29             | \$0          |
| Valeo Sylvania, LLC                           | Jackson     | 200      | 710            | \$28,900,000 |
| Wabash Alloys, LLC                            | Wabash      | 0        | 10             | \$0          |
| Wabash National Corporation                   | Tippecanoe  | 0        | 1523           | \$35,000,000 |
| Warsaw Engineering & Fabricating, Inc.        | Kosciusko   | 6        | 35             | \$680,000    |
| Whimet, Inc.                                  | Kosciusko   | 16       | 55             | \$200,000    |
| Whirlpool Corporation                         | Vanderburgh | 0        | 657            | \$8,026,296  |

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Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, Indiana 46204

Toll-free: 800.463.8081

Tel: 317.232.8800

Fax: 317.232.4146

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